SHARP

Mr. Mark Joiner

U.S. ARMY ACQUISITION SUPPORT CENTER

Human Resources Summit

Army Transformation to Sexual Harassment/Assault Response and Prevention (SHARP) Program

Agenda

- Army’s Sexual Violence Issue
- Prevention Strategy - “I. A.M. Strong” Prevention Campaign / Program Initiatives
- Integration of Army’s Efforts to Combat Sexual Violence
- SHARP Transformation – Field Implementation
- Way Ahead

Changing Policies Effecting Civilians

10 Sep 08: To support campaign efforts to eliminate sexual violence in the Army, **Secretary of the Army (SecArmy) directs the establishment of the Sexual Harassment/Assault Response and Prevention (SHARP) program** and the integration of:

- Military Sexual Assault Prevention and Response (SAPR) Program
- Civilian Prevention of Sexual Harassment (CPOSH)
- Military Prevention of Sexual Harassment (MPOSH)

19 Mar 09: ALARACT 075/2009 announced the SHARP Initiatives, to include:

- Reorganization of the HQDA SAPR office to assume the MPOSH mission from HQDA Equal Opportunity (EO) Office and CPOSH policy mission from Assistant Secretary of the Army (Manpower & Reserve Affairs (ASA M&RA) Equal Employment Opportunity (EEO) Office.
- The Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA M&RA) has oversight responsibility for the SHARP Program.
- The Deputy Chief of Staff, G-1 is the proponent for the program and established the new SHARP Division.
- The integration includes strategic communications, prevention strategies, policy, and training integration.
- Civilian sexual harassment complaints will continue to be handled at the

Changing Policies Effecting Civilians

8 Jun 10: ALARACT 173/2010 announces changes to civilian POSH training stating:

- Effective immediately upon receipt of this message, POSH training will be conducted annually.
- HQDA is revising and integrating the training on SAPR and POSH.
- Once training is revised and implemented, that training will be used for the annual civilian personnel training requirement.

17 Jun 10: ALARACT 182/2010 - SHARP Program implementation and training:

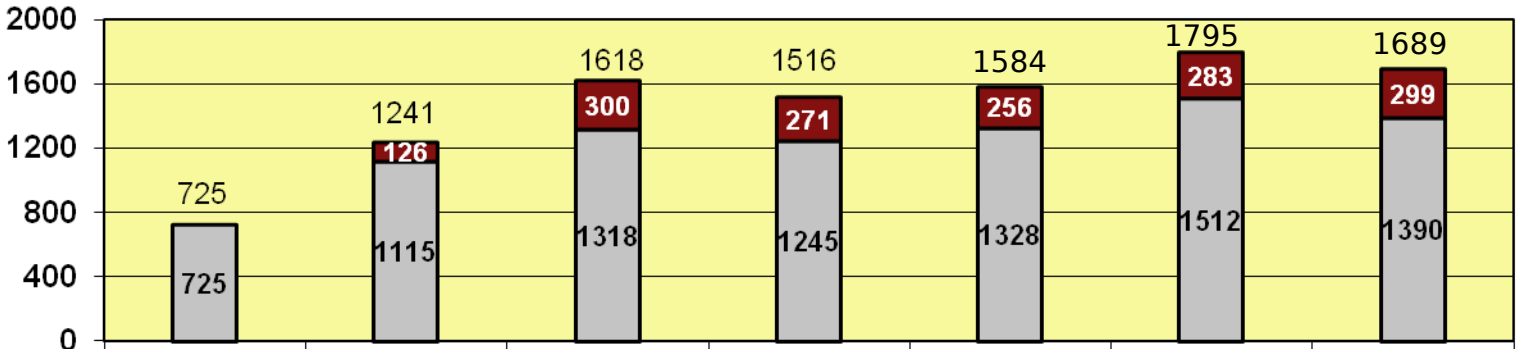
- To facilitate a standardized and integrated program across the Army, a SHARP concept plan is in final review that will provide deployable, government civilian full-time manning down to the brigade level.
- Establishment of SHARP Mobile Training Teams (MTT) to begin training SHARP personnel in all Army organizations.
- Directs all ACOMs, ASCCs, and DRUs to immediately appoint a command level SHARP POC to coordinate SHARP

Changing Policies Effecting Civilians

4 Apr 11: ALARACT 123/2011 – Mandatory Unit Sexual Harassment/Assault Response and Prevention (SHARP) Training:

- Supercedes AR 350-1 Tables G-1 and G-3
- Provides guidance for all Army activities to conduct mandatory Annual SHARP training using the revised training support packages (TSP)and two recently distributed DVD video products and one DVD posted on the Army Learning Management System (ALMS) site:
  - ✓ Twin pack – "Soldier Training" & "Leader Training"
  - ✓ "Amateur Night"
  - ✓ "Team Bound"
- NLT 30 Sep 2011 – Commanders of all Army units will ensure personnel have completed the annual training.
- Effective immediately, all unit Sexual Assault Prevention and Response (SAPR) and Prevention of Sexual Harassment (POSH) refresher training is superceded and will be conducted annually using the revised SHARP TSP posted on the Reimer Digital Library.

Sexual Assault in the Army



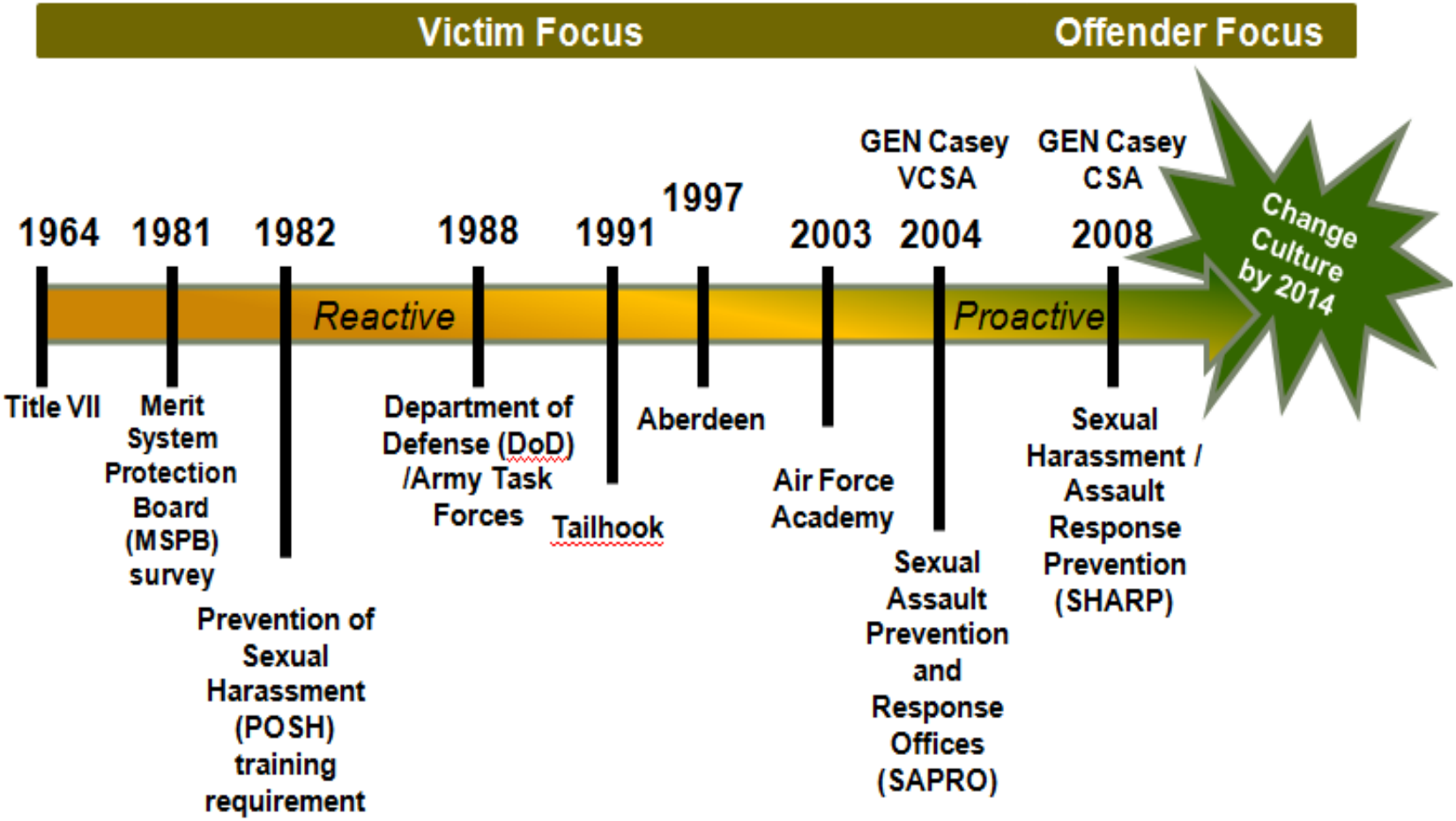
	CY 2004	CY 2005	CY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Restricted Reports	0	126	300	271	256	283	299
Unrestricted Reports	725	1115	1318	1245	1328	1512	1390

Note: Army SAPR/SHARP Program began collecting sexual assault data in 2004. SHARP Program sexual assault data includes all reported cases (founded, unfounded, and insufficient evidence) in which Army CID initiated a sexual assault investigation, where either the victim or the alleged offender is a Soldier, but neither is a juvenile. Data also includes all restricted reports of sexual assault filed by Soldiers who received victim services without initiating a criminal investigation. DoD implemented restricted reporting in Jun 05. DoD directed data be reported by Fiscal Year beginning in 2007, therefore CY06 and FY07data both include the 393 cases reported in Oct – Dec 06.

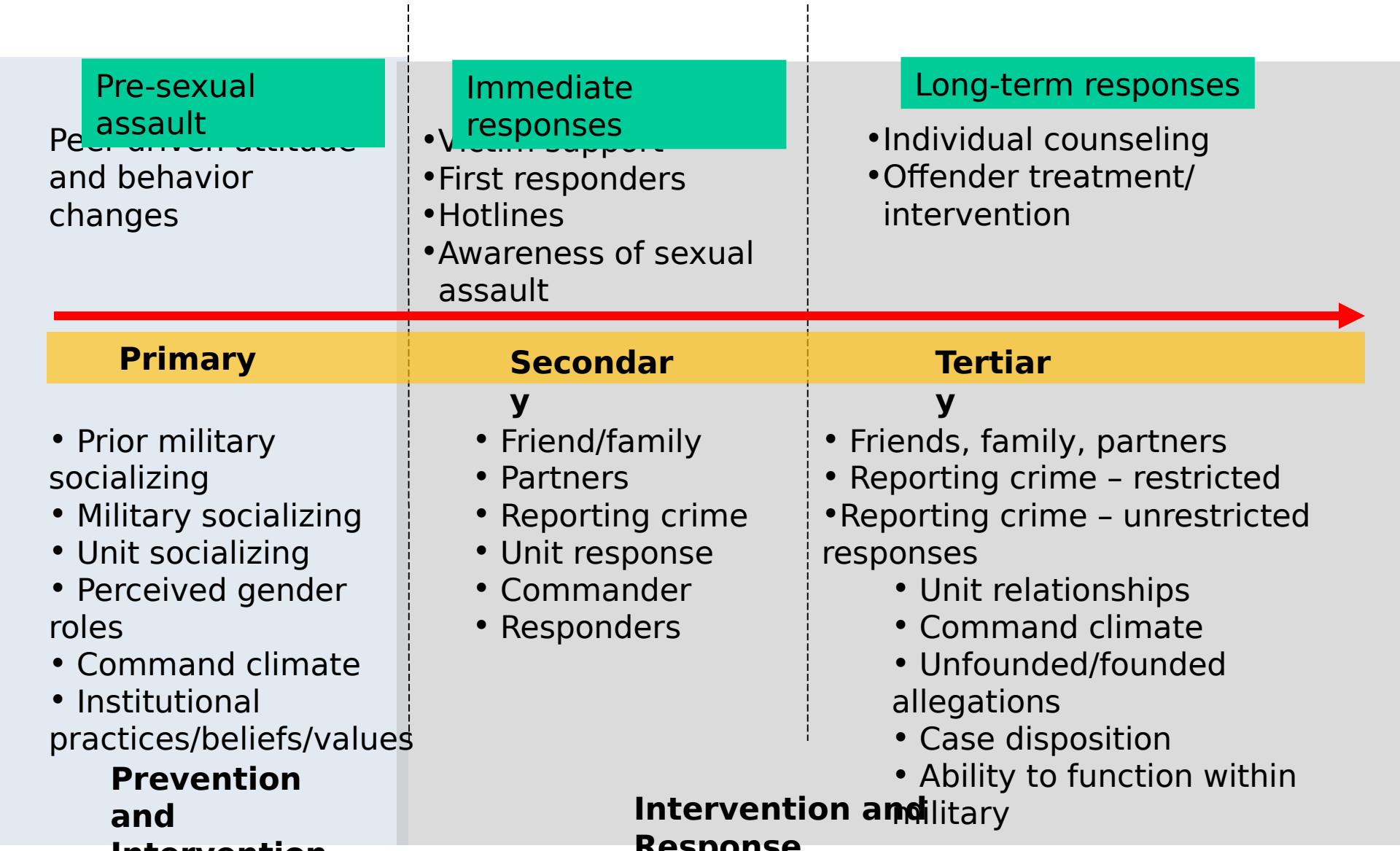
Reports of Sexual Assaults (Rate/1000)[1]	CY 2004[2]	CY 2005[2]	CY 2006	FY 2007[3]	FY 2008	FY 2009	FY 2010
Army Rate/1000	1.1	2.0	2.8	2.6	2.6	2.6	2.5
CENTCOM Rate/1000	0.6	0.9	1.2	0.8	1.4	1.4	1.7

Note 1: Includes restricted and unrestricted reports.
Note 2: Restricted reporting did not go into effect until June 2005.
Note 3: Beginning in 2007, DoD directed reporting be by fiscal year, not calendar year.

Historical Perspective



Focus: Primary Prevention (Offender Focused)



Prevention Strategy Map

A Band of Brothers and Sisters=

I.A.M. STRONG

Strategic Achievement

Generally Accepted Social Behavior

Army Values

Warrior Ethos

Personal & Professional Repugnance

Proactive & Professional Leadership

Understand the Betrayal of Army Values

Aggressive Senior Leader Condemnation

Portray "Face" of Statistics

"Not in My Army!"

Revulsion - An Intrinsic Reaction

DoD's Retention Leader

The Service of Choice

COMMITTED ARMY LEADERSHIP Phase I

ARMY-WIDE CONVICTION Phase II

ACHIEVE CULTURAL CHANGE Phase III

Sustainment, Refinement, and Sharing Phase IV

Blueprint for the Nation

Loyalty
Duty
Respect
Selfless
Honor
Integrity
Personal

ARMY VALUES

Aggressively Indoctrinate Pre-Accession & 1st Term Soldiers

Strike the Nerve of Every Soldier

Accountability

Raise level of Authority to Dispose of Founded Cases

Achieve Aggressive Green Tab Action

Ownership of Sexual Assault Prevention

Others Tell Our Story (StratCom)

Broadly Share Lessons Learned & Best Practices

Sustained Commitment

Time - Years

Date: 9/9/08

Phase I: Leadership Commitment

Year 1

Phase II: Army-Wide Conviction

Year 2

Today

Year 3

Phase III: Achieve Cultural Change

Year 4

Phase IV: Recognized National Leader

Year 5

Beyond

Propensity to Report 33%

- **Propensity to Report 50%**
- **Reduce Assaults by 15%**

- **Propensity to Report 70%**
- **Reduce Assaults by 25%**

- **Propensity to Report 90%**
- **Reduce Assaults by 50%**

Denotes: Initial Propensity to Report based on 2006 ARI Human Resources Survey

Denotes Exit Criteria - Phase X ▶ Phase Y

Version 9.6

Prevention Campaign Outcomes and Objectives

Goal of the Prevention Campaign is to:

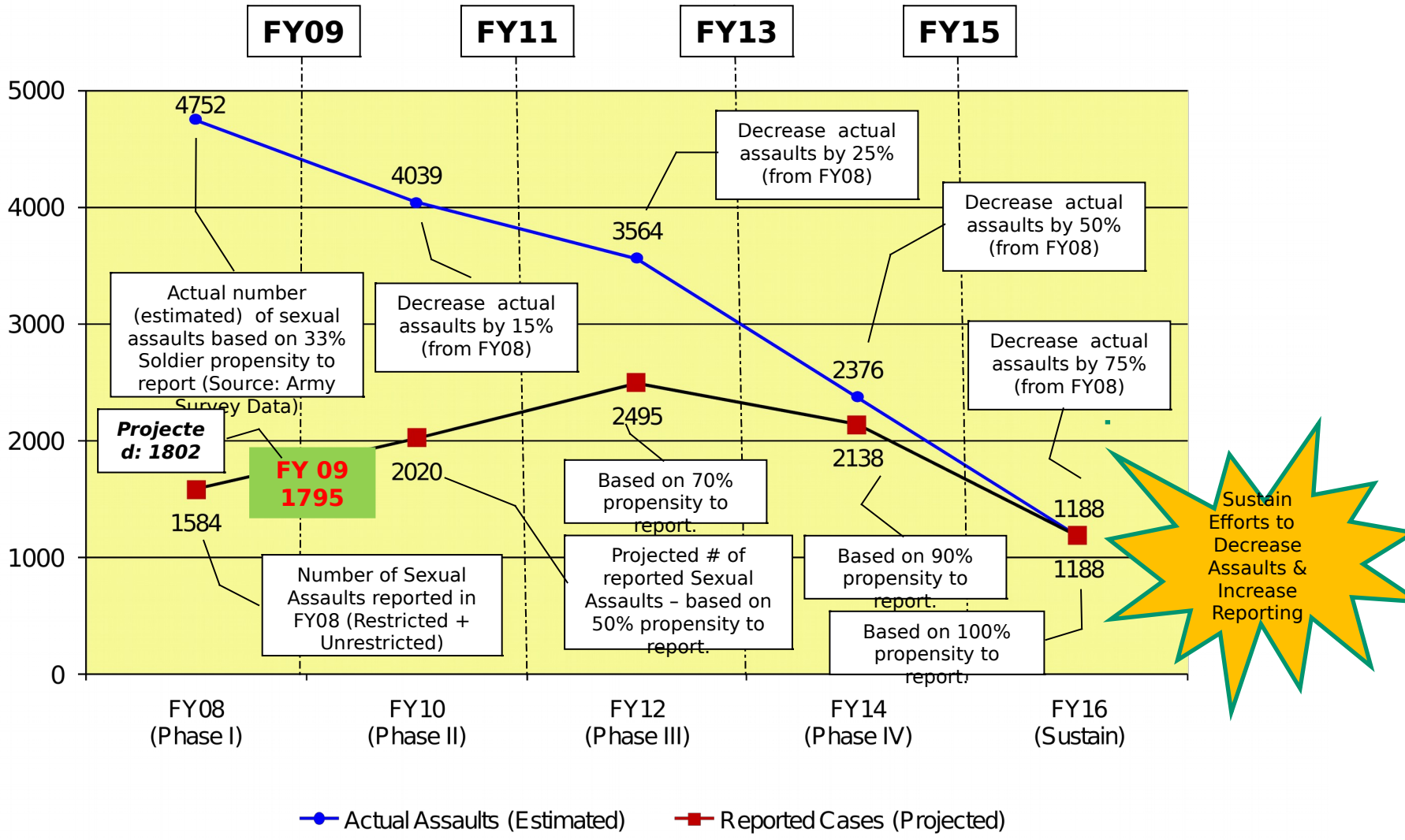
- Decrease the actual assaults due to increased prevention measures
- Increase the propensity for victims to report the crime

Army Sexual Assaults	Phase I (FY08)	Phase II – FY10 (Projected)	Phase III – FY12 (Projected)	Phase IV – FY14 (Projected)
Reported Assaults	1584	2020	2495	2138
Actual (Estimated) Assaults	4752	4039	3564	2376
Propensity to Report	33%	50%	70%	90%
Decrease in Assaults from FY08	N/A	-15%	-25%	-50%
Increase in Reports from FY08	N/A	+436	+911	+554

If the strategy is successful, response requirements will also increase requiring more first responder support (advocacy, chaplaincy, medical, investigative, and prosecutor).

Reported and actual assaults for Fiscal Years ending during Phases II – IV use FY08 as a baseline with calculations related to projected increases in propensity to report and decreases in actual assaults. Note that while the actual number of assaults decreases significantly (50%) over the course of the prevention campaign, the number of reported cases does not decrease until Phase IV, but is still 35% higher than the number of reported case in the baseline year, FY08.

Prevention Campaign Outcomes and Objectives

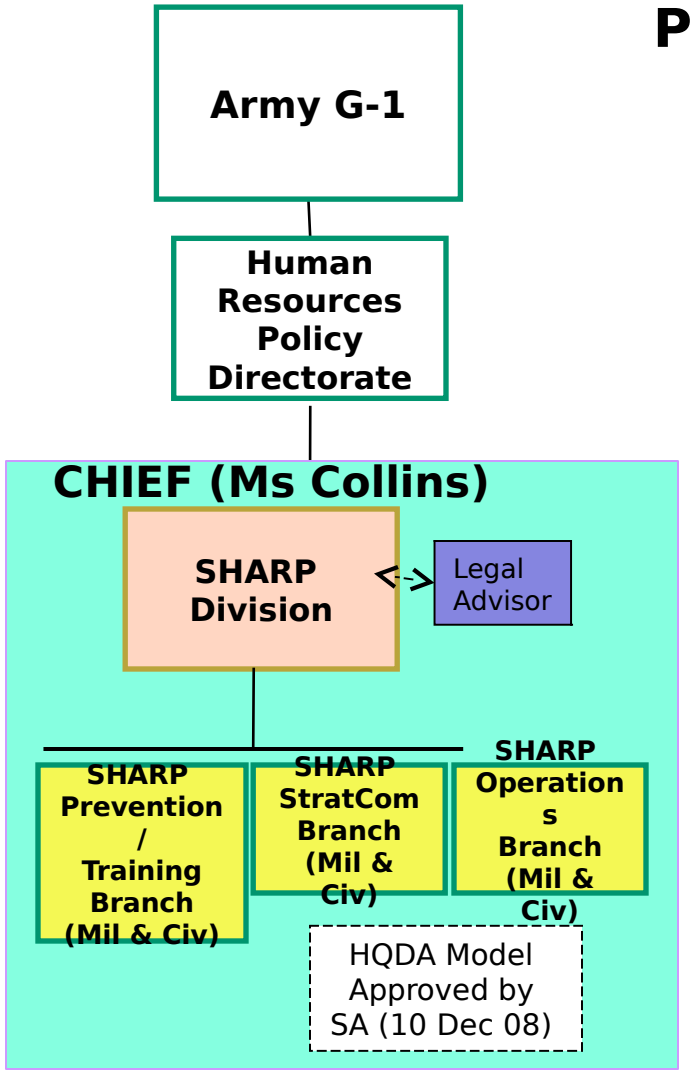


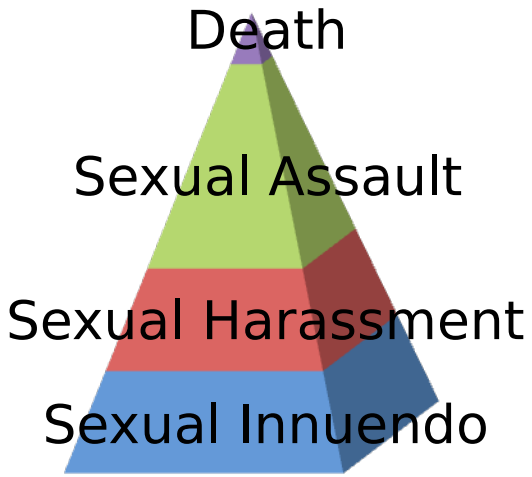
- The effectiveness of our strategy will close the gap between actual assaults and the number reported as the culture improves and Soldiers confidence in their leaders and the Army increases.
- The result will be a temporary increase in reported sexual assaults, but a permanent decrease in the stigma associated with being a victim of this crime.

Integration of SAPR and POSH = SHARP

PHASE I & II

Sexual Harassment/Assault Response & Prevention (SHARP)





Current Headquarters and Field Design Needs:

- Unity of Command
- Integrated Policy/Operational Execution
- Coordinated Planning/Communications
- Consolidated Organizations
- Co-Located Support to Victims and Aggrieved

SecArmy Directed Integration of Military/Civilian POSH efforts in SAPR Program and the

Integrate POSH and SAPR Responsibilities to Form SHARP (Effective Jan 09 at HQDA)

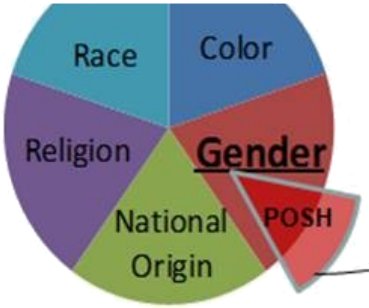
Army G-1

SAPR

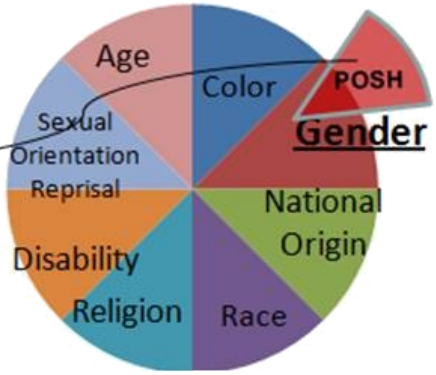
Sexual Assault Response & Prevention (SAPR)

SHARP

Military POSH & SH Complaints (Previously under EO)



Civilian POSH (Previously under EEO)



EGEND
EO: Equal Employment Opportunity (Civilian)
O: Equal Opportunity (Military)
OSH: Prevention of Sexual Harassment

Transitioning to the SHARP Design

Requirement to Integrate the Army's Previous Effort to Address Sexual Violence

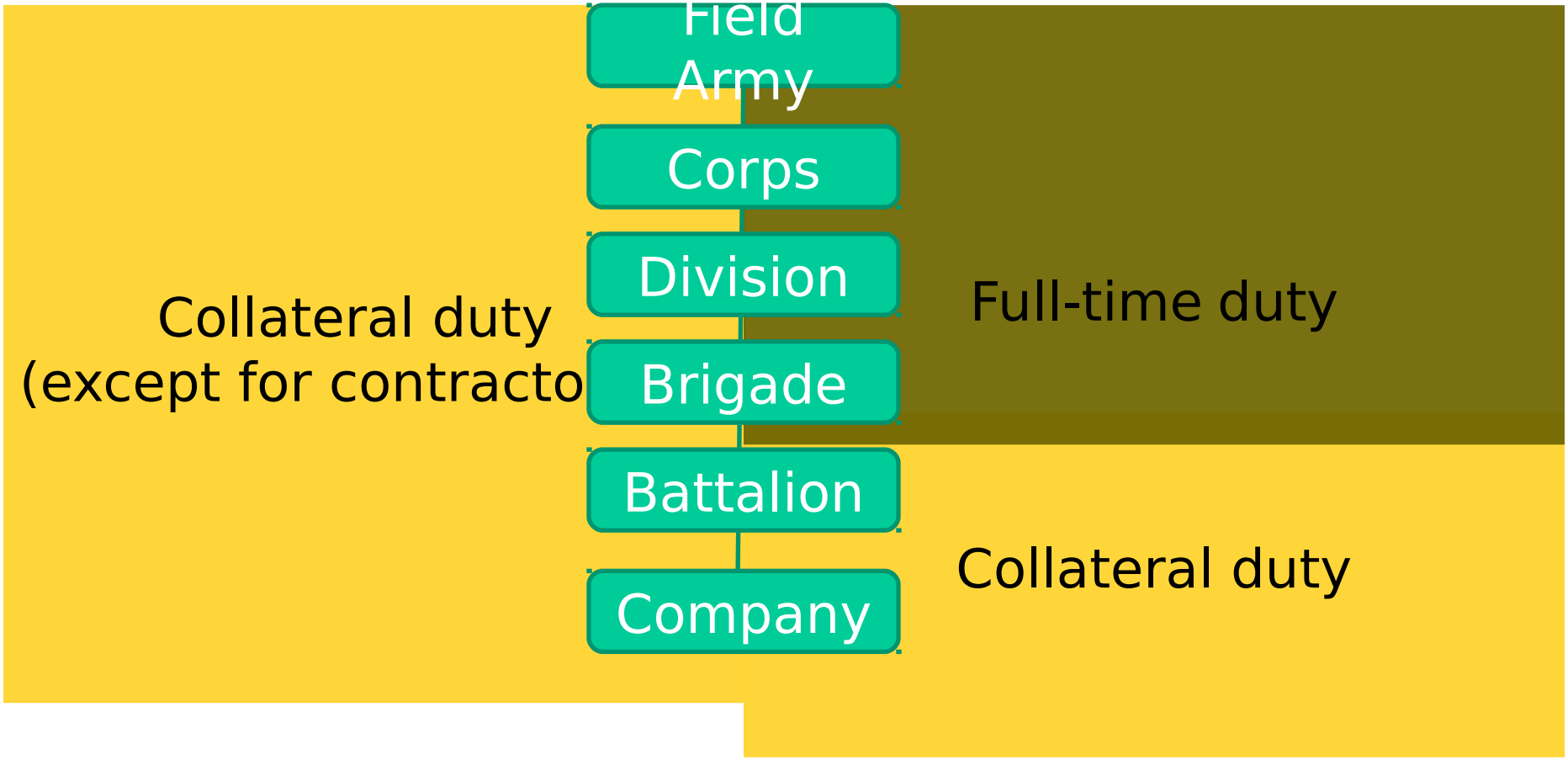
Sustain the Campaign

Institutionalize Program - Achieve Campaign

				24/7 Expeditionary Program (Unity of Command)	
			Pre-2010	*2010 – 2011 Transition*	*2012 and Beyond*
Military	Sexual Assault	Prevention	SAPR	*Command designated SHARP personnel trained by MTT*	Civilian SHARP FTE
		Response	SAPR		
	Sexual Harassment	Prevention	EO POSH		
		Response	EO		
Civilian	Sexual Harassment	Prevention	EEO POSH		
		Response	EEO	*EEO*	EEO

SHARP implementation plan designed to help commanders bridge gap during transition phase

FY13 – Field Implementation Command Alignment



Field Integration – Coordination Actions

HQDA G-1 and Assistant Chief of Staff Installation Management (ACSIM)/Installation Management Command (IMCOM). Army G-1 and ACSIM/IMCOM will jointly-

- Collaborate with Army Commands, Army Service Component Commands, and Direct Reporting Units as their subordinate units assume responsibility for SHARP services.

- IMCOM and Equal Opportunity will provide:
  - Personnel to execute SHARP services (sexual assault and sexual harassment) until units reach command-selected 75% SHARP personnel trained and 90 day right seat training during transition on sexual assault cases and sexual harassment complaints.
  - These services include 24/7 SAPR and new and additional SHARP requirements.
  - Upon completion of transition, IMCOM will continue to provide SHARP services to their IMCOM personnel under SHARP unity of command execution.

- G-1 will develop and publish policy, develop and issue training, and execute

MTT, prevention and STRATCOM initiatives.

Field Integration – HQDA G-1

- Revise Army Regulation (AR) 600-20 to reflect the integration of all applicable policy impacts and a shift of SARC/SHARP responsibility to a unity of command climate.

✓ Develop curriculum and supporting training materials to include production and distribution to the field, to include training SHARP MTT trainers.

- Train all command-selected SHARP personnel down to the company level, to include IMCOM personnel who will provide SHARP services, through use of Mobile Training Teams (MTT) on the revised, 80 hour SHARP training curriculum.

✓ Provide senior leader training/awareness to commanders and command sergeants majors at battalion and above.

- Provide regulatory guidance to command program managers, to include
prevention initiatives and response capabilities to include reporting sexual harassment and sexual assault data.

Field Integration – HQDA G-1

- Issue Execution Order (EXORD):
  - Provide guidance on roles and responsibilities for SAPR, POSH, and military Sexual Harassment complaint processing
  - Identifying revised SHARP roles and responsibilities
  - Command execution requirements
  - Implementation Timeline

- Transition Timelines:
  - NLT 31 Mar 12: 75% of command-selected SHARP proponents successfully complete the 80 hour revised curriculum.
  - 1 Apr 12: Final 90-day transition period commences
  - NLT 1 Jul 12: Transition Complete

- Provide all strategic communication messaging, development, production and distribution of all materials down to the battalion level.

Engage Leadership and Develop Force Structure
(SHARP Field Implementation)

- Desired Outcomes:
  - Provide “One-Stop-Shop” for SHARP Program supporting Commanders, Soldiers, and Civilians.
  - Effective operational/tactical command program execution that supports prevention requirements and meets response needs.
  - Full time and collateral duty SHARP personnel will assist commander in ensuring Soldiers down to platoon level have ownership of sexual assault prevention and cultural change.
- Forcing Functions: SHARP Concept Plan and trained unit SHARP personnel
- Status/Progress:
  - Concept Plan documents full-time SHARP positions (792 deployable Civilians) at Brigade and above with approximately 24,000 collateral duty military at BN and below.
  - Began 80-hour SHARP Training Curriculum via Mobile Training Teams (MTT). Currently trained 2900 Command Selected SHARP personnel.
  - Preparing SHARP transition Execution Order (EXORD) and MOA with ACSIM/IMCOM to facilitate transition from installation to command-based program.

Revise Policy to Support Army SHARP Program's Mission and Goals

- Desired Outcome: Army achieves program goals based on policy drivers
- Forcing Functions:
  - DoD Directive (DoDD 6495.01) and DoD Instruction (DoDI 6495.02) revisions. May extend SAPR services (to include restricted reporting) to military dependents age 18 and over; DoD civilians and their family members when stationed OCONUS. May also apply to Guard and Reserve personnel regardless of status.
  - SAPR/POSH integration (SHARP Concept Plan), sex offender (identification, tracking, management) policy.
  - Government Accountability Office (GAO), Defense Task Force on Sexual Assault in the Military Services (DTF-SAMS) reports and recommendations.
  - New legislation to expand services to family members and consider expansion to civilians.
  - Approved and funded SHARP Concept Plan
- Status/Progress:
  - Complete: Provided Army input to DoD final review of DoDD 6495.01, which expands current program. To provide civilian employees with restricted reporting option, must resolve potential Title VII issue which requires all civilian complaints of sexual harassment (including sexual assault) in the workplace be investigated.
  - Finalizing AR 600-20, Command Policy revisions for approval to

Implement a Comprehensive Training System

- Desired Outcome: Develop effective, standardized, institutional training that produces Soldiers and Civilians who actively support SHARP goals and reject generally accepted negative social norms

- Forcing Functions: Pre-accession training, PME and unit training

- Status/Progress:
  - Issued new Training Support Package for annual training of military and civilian personnel and issued ALARCT announcing training be completed NLT Sep 11. Distributed Soldier and Leader training support videos down to Battalions.
  - Executing SHARP Initial Entry Training (IET) at the five IET sites. Introduced "Sex Rules" messaging and incorporated "Sex Signals". At the five IET sites and Drill Sergeant School.
  - Revised SHARP BOLC-A (ROTC) training and piloted at Cameron University and executed BOLC-B pilot (new officers).
  - In conjunction with 80-hours SHARP Training Course, SHARP Mobile Training Teams (MTTs) executed Senior Leader Training of commanders, assisted by local legal, law enforcement, chaplain, and medical personnel.
  - Finalized web-based accountability coordination to implement SHARP self-study through the using the interactive video *Team Bound.*
  - Finalizing Victory University SHARP pre-command training and AIT Platoon Leader training, and developing new PME and Civilian Education System

Sexual Assault Awareness Month

SA, CSA, SMA signed SAAM proclamation

Sexual Assault Awareness Month – April 2011

April is Sexual Assault Awareness Month. This month, we enter the third phase of our "I. A.M. Strong" campaign, which focuses our commitment to achieving cultural change to stop sexual assault. It is everyone's responsibility to "Intervene, Act and Motivate" others to prevent sexual harassment and sexual assault.

Phase three recognizes the principle that all Army leaders—Soldiers and Civilians—must play a proactive role in addressing negative behaviors and attitudes that are often precursors to sexual harassment or even assault. As leaders in today's Army, we must ensure that Soldiers—male or female—are not sexually harassed or sexually assaulted by fellow team members. This effort requires strong leadership, a health unit climate, adherence to our Army Values and respect for the bonds of trust we have forged with each other during 10 years of war.

We encourage you to get involved and take part in this year's Sexual Assault Awareness Month activities. Your continued leadership, dedication and support will ensure an Army culture free of sexual harassment and sexual assault.

Raymond F. Chandler III
Sergeant Major of the Army

George W. Casey, Jr.
General, United States Army
Chief of Staff

John M. McHugh
Secretary of the Army

Way Ahead

- Ongoing: Coordinate Policy Revisions with OSD
- NLT 30 Apr 11: Issue New EXORD on SHARP Field Implementation and Responsibilities
- Third Quarter FY11: Finalize Life Cycle of Training (Institutional, Operational, & Self-Study) Revisions and Implement

Opening FS&MD

Mr. Brian Winters

U.S. ARMY ACQUISITION SUPPORT CENTER

Human Resources Summit

ASA(ALT)

Ms. Karen Walker

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MAPL

Mr. Randy Williams

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TDA

Ms. Sandy Brock

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Revised FY13 Command Plan

Mission: Align force structure requirements and authorizations with budget decisions Document the FY13 Force. Adjust the FY11 and FY12 force as required.

APRIL	MAY	JUNE	JULY	AUGUST	SEPT	OCT
Command Schedule 8 due, 6 APR		**FY13 AUTS 2 JUN 9 JUN 15 JUN 20 JUN**		TWVS II MTOE Staffing	**FY13 AUGTDA/TDA "Scrubs" begin schedule TBD**	**FY13 AUGTDA / TDA AUTS TWVS II MTOEs 11 OCT 18 OCT 25 OCT**
USAFMSA: 1 APR 11: Posts FY13 MTOE staffing documents to FMSWEB		**Publish FY13 MTOE Documents Force Less TWVS II**				**Command briefings to DFM or DDFM**
	18 APR - 13 MAY 11: FMP//FMO/Command/USAFMSA "scrubs"	**Review Point 23 JUN**		**HQDA AUGTDA/TDA ERVB, 31AUG** FORSCOM, TRADOC, AMC ASC, MDW, SMDC, USARAF, USAREUR USARPAC		**Master Force 28 OCT**
		SACS run				**SACS run**
		USAFMSA: 1 JUL 11: Posts FY13 HQDA approved MTOE documents to FMSWEB				**USAFMSA: 4 NOV 11: Posts FY13 HQDA approved document**
Publish OOC documents 28 APR	**Publish OOC documents 27 May**		**Publish OOC documents 28 JUL DAC Focus**	**Publish OOC documents 25AUG DAC Focus**	**Publish OOC documents 29 SEP DAC Focus**	

Note: MOBTDAs to NOV

Schedule 8

Ms. Merlyn Jocson

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POM Process

Army G-3/5/7

Schedules 8 submitted by Command thru R2MS

Analyzed and processed by PBG Branch

Coordination with Commands

Pass to PROBE, CMICS, & R2MS Systems
Reviewed/Analyzed by G-1, G-3, PAED, ABO, PEGS, Appropriation Sponsors

Command Briefs/PBAT, review issues recommended for disapproval / modification.

PBG Branch processes HQDA disapprovals or changes to Schedules 8. Pass to PROBE & CMICS

Coordination with Commands

HQDA Directed manpower changes: MDEP, AMSCO, affordability

Changes provided to USAFMSA for TAADS

Changes provided to OIs & FS Cmd Mgrs

POM LOCK

Results

- Supports PPBE process
- Maintain the Army Database of Record
- Manages OSD/HQDA Control Programs
- Records leadership decisions
- Synchronizes force structure updates

CSL

Mr. Grant Routzohn

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Human Resources Summit

Conclusion of HR Summit

Mr. Larry Israel

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